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**STATEMENT OF FUNCTIONS  
SUPPLY DIVISION**

1. Receiving, storing, issuing and controlling of Agency Materiel held in ZI Depots, including the performance of surveillance, maintenance, preservation and renovation of such materiel.
2. Maintaining accountability for all materiel in stock and in use in ZI Depots, administrative equipment in use at Headquarters, property in use in Headquarters Controlled Projects, and Agency Detached Stations.
3. Distribution and Redistribution of Agency assets (supplies and equipment) on a world-wide basis for operational support.
4. Determination and accomplishment of appropriate disposal action for excess and unserviceable property on an Agency-wide basis.
5. Formulation, implementation, maintenance, revision and promulgation of supply policies, directives, procedures, methods, and standards for Agency-wide supply activities to provide for maximum efficiency and uniformity in support of operational elements.
6. Determination of requirements, the establishment and maintenance of stock levels for materiel to be carried in Agency depots based on operating requirements.
7. Identification and cataloging of Agency materiel, world-wide, as well as the preparation, publication and revision of the Agency Supply Catalog.
8. Preparation of budget estimates for operation of Supply Division, ZI Depots, and the Headquarters administrative stock account.

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STATEMENT OF FUNCTIONS  
PLANNING STAFF

1. Develop phased mobilization and war plans in coordination with appropriate elements of the Agency.
2. Conduct long range planning in coordination with appropriate elements of the Agency and the Department of Defense to meet operational requirements, to establish strategic reserves, and to develop plans for major and forward support bases.
3. Develop coordinated logistic support plans, including requirements for facilities, materiel and services, for programs, projects, and operations of the Agency.
4. Develop statistical and experience data for planning and forecasting purposes.
5. Provide research services and technical data to other planning and operating elements of the Agency.
6. Furnish technical logistic guidance and assistance to major Agency planning elements.
7. Originate, develop and execute a logistics visual aid program.

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**STATEMENT OF FUNCTIONS  
PROCUREMENT DIVISION**

1. Plan, direct, review, and coordinate all covert and overt procurement activities of the Agency.
2. Negotiate, administer, and settle contracts for direct procurement of materiel or non-personal services.
3. Develop new sources of supply.
4. Control Government assets bought or loaned that are held by contractors.
5. Coordinate and conduct interdepartmental procurement from General Services Administration, Department of Defense, Government Printing Office, etc.
6. Coordinate and conduct covert purchasing in XI.
7. Insure proper sterility requirements are met.
8. Provide staff and technical guidance for covert procurement in the field.

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**STATEMENT OF FUNCTIONS  
REAL ESTATE AND CONSTRUCTION DIVISION**

1. Direct the over-all real estate, construction, and housing programs of CIA, including engineering surveys, appraisals, acquisition, design, construction, utilization, repair, maintenance and utilities.
2. Provide staff and technical direction for all real estate and construction activities in the field.
3. Consult with operational elements of the Agency on proposed or approved projects and programs.
4. Provide architectural and engineering standards and supervision for planning and construction.
5. Provide utilities engineering as required.
6. Provide for the acquisition and utilization of real property.
7. Maintain central records on all Agency real estate and construction.
8. Arrange for the procurement, maintenance and repair of all Headquarters space and telephone facilities.
9. Coordinate all moves within Headquarters and arrange for alterations.
10. Provide telephone operators for Headquarters.

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**STATEMENT OF FUNCTIONS  
PRINTING SERVICES DIVISION**

1. Conducts the over-all printing services program of the Agency.
2. Provides printing services to Agency field stations, the National Security Council, and other authorized agencies.
3. Maintains technical liaison with Government Printing Office to assure that facilities are available to support Agency programs.
4. Operates and maintains microfilm facilities.
5. Operates and maintains a plant to meet special Office of Current Intelligence requirements.
6. Operates and maintains a plant to meet special Foreign Intelligence reports requirements.
7. Operates and maintains photographic facilities for:
  - a. Offset printing
  - b. Photostat and oxalid reproduction
  - c. Color process work
  - d. Graphics and lantern slide reproduction
  - e. Motion picture and sound reproduction

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**STATEMENT OF FUNCTIONS  
ADMINISTRATIVE STAFF**

1. Coordinate and consolidate annual budget requirements and justifications; maintain supporting records, and compile material for budget presentations.
2. Develop career services policies, procedures and personnel requirements for the Office of Logistics; assign personnel to Logistics type positions throughout the Agency; provide for rotation of personnel to the field; maintain necessary personnel records; furnish advice on personnel problems, and coordinate personnel matters with the Office of Personnel.
3. Receive, control and distribute all documentary material for the Office of Logistics.
4. Initiate studies and surveys, and assist in the establishment of functions, organizational structures and tables of organization; assist in other studies designed to improve management practices.
5. Formulate logistics training programs and courses; develop training requirements for Office of Logistics personnel, and schedule such personnel for training.
6. Provide guidance and assistance to line and staff officials in the preparation of Agency regulations and Office Instructions and procedures; coordinate proposed regulations and furnish comments to the Regulations Control Staff.
7. Supervise the Agency central mail and courier function, providing scheduled and special courier runs within the Agency, to other Government Agencies, and elsewhere as required.
8. Administer a Records Management Program for the Office of Logistics, to include: selecting and depositing documentary material essential to the continuity of the logistical support function; establishing a Reports Control procedure; developing, maintaining and implementing Records Disposal Schedules; and reviewing requests for forms originating within the Office.
9. Establish detailed allotment control procedures for funds allocated to the Office of Logistics.

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Administrative Staff (cont'd)

10. Prepare Office of Logistics space requirements; apportion allotted space and parking permits; and coordinate requests for major repairs.

11. Evaluate Employees Suggestions involving logistics functions or supplies and provide for implementation when necessary.

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**STATEMENT OF FUNCTIONS  
TRANSPORTATION DIVISION**

1. Develop, recommend and implement regulations and procedures pertaining to the transportation of personnel, equipment and supplies; the operation, use and maintenance of Agency controlled motor vehicles.
2. Provide staff and technical guidance with regard to transportation matters.
3. Formulate plans, policies and technical methods for the training of personnel engaged in transportation activities.
4. Arrange for the movement of Agency personnel, equipment and supplies (including personal effects and privately owned motor vehicles) through channels of the Department of Defense and other Government agencies, as well as via commercial carriers.
5. Provide motor truck transportation for the movement of Agency equipment and supplies in local and long-distance hauls.
6. Provide Headquarters motor pool service and scheduled bus service.
7. Provide maintenance and servicing of all motor vehicles which are registered in the name of the Agency within the Metropolitan area of the District of Columbia.

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28 NOV 1955

MEMORANDUM FOR: Director of Communications  
Deputy Director of Personnel

SUBJECT: Agency Manpower Study

REFERENCE: Memo from Addressees dated 17 Nov 55, same subject.

1. Pursuant to referenced memorandum a review has been made of our current manpower requirements and efforts to effect manpower savings. Results of this survey are related below to the specific questions included in paragraph 1 of your memorandum.

2. Question a: If a reduction of 10% were directed in the Office of Personnel (exclusive of Career Development positions and Interim Assignment Section), it would be necessary to eliminate certain functions and to reduce the scope and pace of certain programs. Specifically, we could accomplish such a reduction by the following actions, subject to approval of the functional changes involved:

a. Abolish the Central Processing Branch and return its functions

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Personnel does not include fractional savings across the board in substantial reduction of Selection Board and Panel meetings and present reviews by the Offices of the Inspector General, Security, Comptroller, etc.)

c. Elimination of the Special Support Assistant (Personnel) staff with liaison responsibilities dispersed to the appropriate operating elements of this Office would result in a reduction of 3 positions ☐ of the present ceiling).

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Further reductions could be realized by centralizing career development activities either in this Office or in the Office of Training. Also, a further reduction in the Office of Personnel could be anticipated if and when a 10% reduction in the Agency were completed; this would be primarily in the action processing phases of the Records and Services Division.

3. Question b: The Management Staff is presently working with this Office in a study of Agency personnel procedures. Without attempting to predict the findings of this study, it appears likely that recordkeeping functions are already duplicated unnecessarily. Potentially, there is duplication in other areas of personnel management but positive evidence has not been established to identify specific items.

4. Question c: Present staffing allowances of the Insurance and Casualty Division, Position Evaluation Division, and Personnel Procurement Division are below the Tables of Organization based on current work requirements which were approved following a detailed study by the Management Staff. ICD is operating with 3 people less than required, PED with 9 less, and PPD with 22 less. As a result, these Divisions are already unable to carry out their present functions at the scope and/or pace considered necessary. In the Insurance and Casualty Division, this is reflected in the time required to process benefit claims and in an increasing backlog of staff work in the Casualty Affairs Branch. In the Position Evaluation Division, the shortage is reflected in the amount of time expended on individual cases which could be saved if position and qualification standards development proceeded at a faster pace. In the Personnel Procurement Division, it is being reflected in a cumulative loss of ground in pipeline replacements for attrition. Unless additional full-time recruiters can be assigned to PPD, this situation will become so serious that we must consider ways and means of detaching personnel from other Division to PPD with corresponding losses in production and service in these other elements.

5. The question contained in paragraph 2 of referenced memorandum is answered in part by paragraph 4 above. In addition, we have neglected, except on a sporadic basis, program review and evaluation studies necessary to determine whether present policies and procedures are adequate to the Agency's needs. In particular, we have been unable, except on a crash basis, to service overseas installations through personal visits. Otherwise, we

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believe that necessary functions are now being performed although some desirable refinements are not present.

Harrison G. Reynolds  
Director of Personnel

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23 November 1955

MEMORANDUM FOR: The Deputy Director (Support) Committee  
on Manpower

SUBJECT: Agency Manpower Study

1. A survey of the Office of Security has been made pursuant to the instructions contained in the memorandum, same subject, dated 17 November. Information responsive to the four questions propounded in the memorandum follows each question repeated hereunder.

QUESTION: "a. If the Director is required to effect a ten percent reduction in current Agency manpower, what specific action would the three Deputy Directors take to effect this reduction in their areas?"

2. The undersigned cannot in good faith recommend action for the elimination of any of the essential functions of the Office of Security listed hereunder, which would inevitably result in a weakening of the security of the Agency. This is particularly true when it is pointed out that even at this time, all of the required functions (such as re-investigations referred to below) are not being currently performed. The reasons for this position are given below in detail.

3. With respect to the general subject of reduction in manpower, it is desired to invite attention to a factor not apparent in Agency manpower figures which should be considered. This factor is the large number of ex-

groups, and organizations utilized in the intelligence effort which place a heavy work load on this Office. It is assumed that the present survey toward a 10% reduction will not encompass the cover organizations or agent type personnel referred to; hence an imposed reduction on only the

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staff membership of the Agency will have the effect of increasing the work load per man, without reducing the origin of the work load.

4. The memorandum of 17 November associates the indicated 10% reduction in manpower to the order of importance of the functions performed. In this connection, consideration should be given to the reasons for the performance of the functions. The Office of Security functions are based on requirements or authorizations of Acts of Congress, Executive Orders of the President, National Security Council Intelligence Directives, or Presidential Directives, some of which are listed below:

Public Law 253 (80th Congress) - places responsibility for protecting intelligence sources and methods;

Public Law 110 (61st Congress) - places responsibility for protecting intelligence sources and methods; provides for



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Executive Order 10450 - places responsibility for establishing and maintaining effective programs to insure the employment and retention of persons consistent with the interests of national security;

Executive Order 10501 - places responsibility for enforcing standards and procedures for the classification and protection of sensitive material;

Presidential Memorandum dated 13 March 1948 - places responsibility for the control and protection of personnel security files;

Presidential Memorandum dated 11 October 1954 - directs the institution of safety programs;

NSCID #7 - places the responsibility for procedures and standards for the security clearance of domestic foreign intelligence sources;

NSCID #12 - places responsibility to prevent unauthorized disclosure of written or oral information concerning intelligence.

5. The question of what functions are of lesser importance than others in the Office of Security is one difficult if not almost impossible to determine. The functions listed below in answer to Question "a" in the above referenced memorandum of 17 November are presented in numerical order, but cannot be considered strictly as a listing of their relative order of priority or importance. For example, no distinction can be made between the relative importance of the first six or eight functions, all of which

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are vital, nor between the next six or seven, all of which are necessary to provide an effective security program. Similarly, it cannot be said that the last several listed items are of greater or less importance among themselves. As a matter of fact, the last listed function is performed pursuant to Presidential Directive dated 11 October 1954. The omission of any one of the functions listed below is equivalent to omitting a link in the chain of security.

6. Another point to be considered before reviewing the functions listed below is that many of them are inter-related, yet are performed by different personnel, and one function without the other would be valueless. For example, a personnel investigation without an appraisal serves no purpose; likewise, an appraisal is not possible without an investigation. On the other hand, some of the functions listed below in non-contiguous order are performed by the same employees, and thus, the elimination of one such function would not eliminate the personnel performing it if the other function is to be retained. For example, the next to the last listed function is performed by personnel who also are responsible for item (14). Similarly, item (18) is performed by personnel who also perform item (10).

7. Following is a consolidated listing of the functions of the Office of Security, stated in broad categories.

<u>FUNCTIONS</u>	<u>REQUIRED BY OR PERFORMED PURSUANT TO</u>
(1) Recommends the establishment of Agency policies relating to security, and establishes procedures for their implementation.	Public Law 253 (80th Congress) Public Law 110 (81st Congress) Executive Order 10450 Executive Order 10501 NSCIB #7 NSCIB #12 Presidential Memos, 13 March 1948 11 October 1954
(2) Performs all personnel investigations of applicants for employment, assignment or association with the Agency.	Executive Order 10450
(3) Appraises and safeguards the reports of personnel investigations and issues security clearances or disapprovals.	Executive Order 10450 Executive Order 10501 Presidential Memo, 13 March 1948
(4) Conducts interviews by means of general and special <span style="border: 1px solid black; padding: 0 20px;"> </span> technical	Public Law 253 Public Law 110 Executive Order 10450

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- (5) Performs investigations and clearances of domestic foreign intelligence sources.

NSCID #7

- (6) Maintains vigilance through continual collection, evaluation, research, review and examination to develop information against possible penetration of CIA by outside agents or through potential defectors within the Agency.

Public Law 253  
Public Law 110  
Executive Order 10450

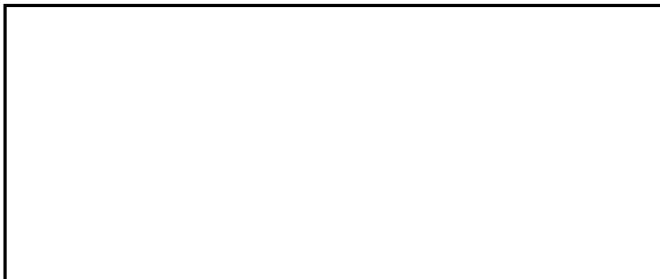
- (7) Develops and maintains physical security procedures, standards, and facilities for the protection of classified matter and of CIA Headquarters installations.

Public Law 253  
Public Law 110  
Presidential Memo, 13 March 1948  
Executive Order 10501

- (8) Furnishes trained professional security officers for  foreign activities.

Public Law 253  
Public Law 110  
Executive Order 10450  
Executive Order 10501  
NSCID #12

(9)



Public Law 253  
Public Law 110  
Executive Order 10501  
Presidential Memo, 13 March 1948

- (10) Controls outside personal activities of CIA personnel by reviewing and passing on proposed writings for publications, speeches, foreign travel, etc.

Public Law 253  
Public Law 110  
NSCID #12

- (11) Furnishes security guidance to other components of CIA on security matters.

Public Law 253  
Public Law 110  
Executive Order 10450  
Executive Order 10501  
NSCID #7  
NSCID #12

- (12) Devises and promulgates security policies for dissemination and

Public Law 253  
Public Law 110  
Executive Order 10501



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- (20) Ascertains security suitability of non-CIA training facilities and recommends approval or disapproval. Public Law 253  
Public Law 110
- (21) Plans and maintains continuing supervision of safety measures. Presidential Directive dated 11 October 1954

QUESTION: "b. Are any organizational units now performing in whole or in part any function or activity which is being performed by another component of this Agency or by another Government agency? If so, could the function, or portions thereof, be performed entirely by the other component or other Government agency?"

8. The answer to this question must be given categorically in the negative.

QUESTION: "c. Do any organizational units now have work requirements beyond present manpower capability? If so, what additional manpower is required?"

9. Yes, the Office of Security has requirements beyond the capabilities of the imposed personnel ceiling of 31 July 1955. As a matter of fact, the continuing work load has permitted us to reduce only to  in our efforts to comply with the imposed ceiling of

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10. The investigative and support case records of this Office for Fiscal Year 1955 reflect a substantial increase in requests for clearances during Fiscal Year 1955 over the preceding fiscal year as follows:

Clearance requests - 17.5% increase  
Support and Special Inquiry requests - 45.6% increase

11. The increased case load is clearly reflected by a comparison of cases received during two, twelve month periods:

<u>Cases Received</u>	<u>Year Ending</u> <u>30 September 1954</u>	<u>Year Ending</u> <u>30 September 1955</u>
Overt	10,635	11,925
Covert	11,713	13,724
Total	21,348	25,649

The increase of 4,301 cases is a 20% increase in the work load in twelve months.

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12. During the first thirty-six weeks of calendar year 1955, an average of 256 covert cases was received per week. During the subsequent nine weeks, this weekly average was 357 covert cases, or an increase of 40%. From February 1955 to date, Project AQUATONE alone has imposed 1,760 requests for covert clearances, requiring expedite handling, and a great amount of support work which cannot be reflected statistically. That this increase is not temporary or seasonal has been confirmed through co-ordination with components serviced by this Office. There are several large areas of covert case processing, the impact of which will be felt in the very near future. One involves a block of approximately one thousand requests for Provisional Proprietary Approvals in connection with [redacted] A second, a block of eight hundred requests concerned with the [redacted] A third concerns Project AQUATONE, where a [redacted] will be required. Past experience has indicated that three to four investigations must be conducted for each position filled. Therefore, approximately 700 cases will be opened to fill these positions. An additional block of 400 requests for clearances for Project AQUATONE will be received in the near future. These are special requests over and above the normal requirement for clearances in connection with Project AQUATONE. Co-ordination with CI Staff indicates that there will be no decrease in covert clearance requests in the foreseeable future.

13. This increased work load has overtaxed the capabilities of our clerical staff to the point where it is unable to process clearance requests on a current basis. On 10 November, there was a backlog of over 1,000 pending cases, compared to the ordinary backlog of one to two hundred cases.

14. Another department in which we are unable to maintain a current status is in the matter of name checks performed at the request of SAC agencies. The current backlog in this work is 336 cases. This is a reciprocal arrangement and protracted delays on our part in servicing requests of other agencies will reflect adversely on our requests for similar service.

15. Looking at the physical security side of the picture also reveals a continually increasing work load. Within the past year we have acquired space in four additional buildings, [redacted] Building. Two floors of the new Atomic Building are being acquired and it is understood that consideration is being given the acquisition of four floors in the Stewart Building. Any increase in building space, particularly in separated units, causes a direct increase in the demand for physical security services and a corresponding increased responsibility in physical security matters, such as security surveys, violation investigations, safety controls, guards, receptionists, safe maintenance, classified waste collection, disposal and issuance and control of building badges. Another increasing

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QUESTION: d. "Assuming that present manpower allocations permit the accomplishment of essential tasks, what desirable tasks have been deferred or eliminated from present programs due to current ceilings?"

16. With the facts in mind of increased backlogs presented in response to question "c" as a qualification to the assumption that present allocations permit the accomplishment of essential tasks, it must be said that in addition to the inability of keeping security investigations on a relatively current basis, there are other desirable tasks which we have been unable to undertake because of insufficient manpower. Principal among these is the periodic re-investigation of personnel. Even though this function is a vital facet in the program of insuring that the retention in employment of personnel is clearly consistent with the interests of the national security, and as such is an implied requirement of Executive Order 10450 and will be a requirement of USCIB regulations, a program of routine periodic investigations of all personnel has never been within the capabilities of this Office because of manpower limitations. It should also be noted in this connection that the Doolittle and Clark committees both made firm recommendations that periodic re-investigation of personnel should be instituted.

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17. On the physical security side, we have been unable, due to lack of personnel, to maintain as much liaison as would be desirable with other agencies in the matter of current developments in technical security equipment and techniques. We have not been able to make physical security surveys of all [redacted] of the Agency on a periodic basis. As a matter of fact, there are some [redacted] which we have not as yet been able to survey. It is extremely desirable that such surveys be made on a yearly basis. Another desirable task which we have been unable to accomplish is the establishment of IBM records of all safe combinations and other pertinent information concerning safes.

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Sheffield Edwards  
Director of Security

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25 November 1955

**MEMORANDUM FOR: Deputy Director (Support)**

**ATTENTION: Director of Communications  
Deputy Director of Personnel**

**SUBJECT: Agency Manpower Study**

1. In response to the request contained in the memorandum dated 17 November, subject as above, the following information is submitted:

a. Regarding Question 1a.: In the event the DD/S is required to make a 10% reduction in current manpower within the support components of the Agency and finds it necessary to require each of the support components to effect this manpower reduction on a co-equal basis, the Office of Training could and would reduce its presently authorized manpower by 10%. However, serious consideration must be given to the implications which such a requirement would have on the capacity of this Office in discharging the responsibilities laid upon it by the Director of Central Intelligence.



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3. A further reduction in the manpower of this Office would have the effect of decreasing the present limited capacity of this Office to:

a. Provide covert instruction for staff and contract agents and representatives of foreign intelligence services in this country.

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**SUBJECT: Agency Manpower Study**

b. Conduct language and area training.

c. Provide for the testing and assessment of Agency personnel, as well as covert assessments for the DD/P, rendered by the Assessment and Evaluation Staff.

d. Continue or expand the Junior Officer Trainee Program as the most effective method of providing replacements for future attrition in the professional categories.

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f. Provide for the career development of instructor personnel, who are dependent upon rotation into field assignments in order to remain current in operational doctrine.

4. Following the imposition of the reduced personnel ceiling on 15 August 1955, an analysis of the various programs and activities of this Office was made. It was determined, without reference to the Deputy Directors concerned, that all clerical training, reading improvement and the production of intelligence literature would have to be eliminated if the more significant instructional programs were to be continued at their present level. This analysis also revealed that it would be necessary to curtail such other programs as language and area training, the Instructor Development Program, the tutorial training of Staff employees, and to reduce the number and scope of field problems conducted by the Operations School. Although this Office has received continued requests for an increase in the number of courses dealing with Communism and Counterespionage, staff limitations have made it impossible to accept these requirements.

5. In an effort to adjust to the personnel ceiling imposed on 15 August, the following tentative allocation of personnel has been made:

(See Page 3)

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Office of the Director of Training. . . . .	
Plans and Policy Staff. . . . .	
Assessment and Evaluation Staff. . . . .	
Support Staff	
Basic School. . . . .	
Intelligence School. . . . .	
Operations School . . . . .	
Language and External Training School. . . . .	
Instructor Development Program. . . . .	
	TOTAL
Junior Officer Training Program* . . . . .	

\*The Junior Officer Training Program was allocated the number of positions shown and has been considered as a separate problem in that:

- a. The Junior Officer Training Program has been identified as the best means of meeting future attrition of the professional employees of this Agency.
- b. It is the consensus of the senior officials of the Agency that the program should not only be continued but expanded as well.
- c. Although Junior Officer Trainees are temporarily carried on the Office of Training table of organization, in general they do not contribute to the training or support functions performed by this Office.

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**SUBJECT: Agency Manpower Study**

9. At the request of the DD/S, this Office has already looked into the possibility of contracting certain support functions [redacted] [redacted] The Director of Security has submitted the following comments on this question:

"Persons who are employed in a service or housekeeping capacity, such as those mentioned in your paragraph 2, could be hired on a personal service contract for a specified purpose. However, controls must then be established so that access to classified information, either by purpose or by the nature of the work, is strictly limited.

"The letting of an overall contract to a concern for general services, such as maintenance, is not viewed favorably. The difficulty of controlling the daily flow of different workers, the problems of clearance involved in this category of personnel with its large turnover and the problem of maintaining good cover, makes this type of arrangement highly undesirable from a security viewpoint."

10. One additional implication should be considered, with regard to transferring functions now performed by Agency employees to contractual arrangements. The budgetary requirements of this Office have in the past reflected the support requirements of this Office, in both 01 and 07 categories. If these functions are contracted, there will obviously be a reduction in category 01, but there will be a marked increase in category 07. The important factor to be considered here is that the requirement for these functions will not diminish in the future, and should the Congress of the United States at some future date reduce the budget of the Agency, this Office might well find itself on the horns of a dilemma, with its personnel reduced and funds for contractual services curtailed as well.

11. Regarding Question 1b.: There are other components of CIA engaged in the conduct of training, e. g., the [redacted] Soviet Russia Division, DD/P. It is my view that some manpower saving could be made within the Agency by the incorporation of that training conducted by [redacted] SR, under direct supervision of OTR.

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12. With regard to training conducted by this Office and training in similar fields conducted by other agencies of the government, language and area training represent the most significant examples. Over the course of the past several years, this Office has made a serious effort to take advantage of all government and university area and language courses. The experience gained through these efforts has proved conclusively that, in the majority of cases, the most efficient, economical and secure method of providing language and area instruction for Agency employees is accomplished through internal CIA programs.

13. The overriding importance of providing instruction in a secure and efficient manner, and assurance that the quality of instruction is responsive to the standards of performance required of Agency personnel are significant considerations and should not be sacrificed. Yet, if the decision is taken to reduce sharply or eliminate internal language and area training, to contract for this instruction or rely upon the facilities of other government agencies, it may be anticipated that the Agency will lose these advantages. It may also be anticipated that inferior language and area training will further complicate the operational problems existing throughout the world.

14. In response to Question 1c.: It has been previously indicated that this Office has found it necessary to project the elimination of clerical training, instruction in reading improvement and the production of intelligence literature, unless the current personnel ceiling can be augmented.

15. The imposition of the personnel ceiling of 15 August 1955 also made it necessary for this Office to curtail the planned expansion of the staff of instructors for covert, language and area, and management training. Plans for the increase of instruction in International Communism and for the continuation and expansion of the Instructor Development Program have been deferred. The capacity of OTR to support DD/P through the provision of qualified instructors to service special overseas training requirements has been seriously diminished. All current Agency war plans provide for the establishment of major overseas training bases. In order to discharge its responsibilities, this Office, as one of the principal support components of CIA, should be prepared to meet the requirements which the establishment of these

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installations will entail. Under present circumstances, the Office of Training would find it extremely difficult if not impossible to provide a cadre for any of these overseas bases.

16. In summary, this Office can, if directed, reduce its authorized manpower by an additional 10%. To do so, however, would have a serious impact on its ability to discharge its responsibilities.

**SIGNED**

**MATTHEW BAIRD**  
Director of Training

cc: D/CO  
DD/Pers ✓

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